

Defense Contract Management Command

Customer Outreach Users Guide

23 June, 1999

Defense Contract Management Command



***“ONE COMMAND, ONE FOCUS....
CUSTOMER FOCUS”***

CUSTOMER OUTREACH USERS GUIDE

TABLE of CONTENTS

| | |
|---|-----------|
| Introduction..... | 3 |
| Customer Outreach—<i>Key Components</i>..... | 4 |
| Lead District Concept..... | 7 |
| Customer Telephone Surveys | 9 |
| Customer Survey Process Flow Charts | 12 |
| Statistical Validity of Survey Results | 13 |
| Customer Survey Questions..... | 14 |
| Postcard Trailers | 16 |
| Service Standard Survey..... | 18 |
| PEO Visits and Questions | 19 |
| Process for Reporting at the MMR..... | 22 |
| Comments Analysis | 25 |
| Sample Presentation Formats for Annual Results | 27 |

Introduction

DCMC's Mission emphasizes the Command's commitment to our customers: ***“Provide customer focused contract management services - throughout the acquisition life cycle - around the clock, around the world”***. This users guide provides all DCMC personnel a quick summary of the methods and tools employed by the Command to assess customer satisfaction with the level and quality of our services. DCMC employs a number of tools to obtain continuous customer feedback, including telephone surveys, product specific surveys (postcard trailers) and customer visits. The results of these survey and visits are reported during the HQ Management Reviews and are summarized in the Annual Customer Outreach Report published by the Headquarter Customer Support Team, DCMC-PA.

Our contingent of Customer Liaisons, stationed at our largest customer buying activities, DFAS and DSMC, complement the survey tools described in this Users Guide by providing the Command a unique customer perspective that is obtained by working hand in hand with key customer personnel on a daily basis. Monthly liaison reports capture today's issues and concerns, while also focusing the Command's attention on shifting customer business practices and priorities for the future.

Maintaining high customer satisfaction requires continuous interface at all levels across the Command. Over the past few years, our customers have reported a consistently high level of satisfaction with DCMC during a period of significant change, acquisition reform and infrastructure reductions across DoD. This speaks extremely well of DCMC and the functional specialists and supervisory personnel in the CAOs who consistently deliver high quality services to Military and Civilian buying activities and program management offices.

Customer Outreach—*Key Components*

The Customer Support Outreach Program is multi-faceted, and designed to both identify and evaluate customer needs, expectations, and the perceived quality of our services. It is a closed-loop program that provides feedback, corrective action, education, and resolution of customer issues and concerns. The Program encompasses DCMC monthly telephone surveys, Postcard Trailers, Customer Service Standards, and Customer Visits. The objective is to present an integrated, multifunctional feedback system for DCMC. The intent is to maximize customer satisfaction through continuous customer feedback and process improvement. The goal is to continuously improve services through better communications, statistical analysis and reporting, and timely action. In short, the Customer Outreach Program:

- obtains continuous customer feedback on the quality of services we provide our customers,
- measures the importance of our products and services to our customers,
- opens or improves communications with customers,
- educates our customers concerning the value of DCMC services and their contribution to the accomplishment of their missions,
- provides a meaningful flow of information to all levels of the organization; from individual service providers through management and executive levels,
- identifies and helps prioritize the resolution of systemic problems,
- surface instances of customer dissatisfaction for resolution at the lowest appropriate organizational level,
- quantifies customer expectations and assists in setting standards of service, and
- provides yardsticks to better match requirements with capabilities.

Customer Satisfaction Survey

The customer satisfaction survey consists of five questions that focus the customers on key aspects of DCMC service such as; the Command's ability to provide the right item, at the right time, at the right price, and with the right advice. The survey also asks about our customer's overall satisfaction with DCMC. The target customer population is comprised of ACAT Program Managers, Commodity Managers and Contracting Officers. A total of fifty surveys are conducted every month by the DCMC Districts. The results are tabulated monthly and analyzed for the purpose of identifying trends and systemic issues or concerns that require further action or discussion with customers. Over the past 12 months, the Command's customer satisfaction ratings have consistently been above our performance goal.

Trailer Cards

Postcard Trailers are feedback surveys designed to measure customer satisfaction. The postcards are attached either electronically or hardcopy on the following products:

- Engineering Change Proposal (ECP) evaluation
- Waiver/Deviation Request evaluation
- Product Quality Deficiency Report (PQDR) evaluation
- Price Negotiation Memorandum
- Program Integrator Report
- Technical Support to Negotiation

- Pre-Award Surveys.

The customer who receives one of the above products then completes the trailer card survey and transmits them, either in hard copy or electronically, to our Districts. They are then tabulated and analyzed. Cognizant Field Activity personnel follow up on specific customer issues and concerns immediately with the customer. Postcard Tailer trend data has been above the Command's established performance goal, indicating a high level of customer satisfaction with specific DCMC products

Ö Service Standards

DCMC has established internal customer service standards that focus on customer access, interface quality and delivery of our products and services. These standards attempt to capture intangible factors, such as employee attitude toward customers, responsiveness and accuracy of response to insure that we are providing our services in a helpful, courteous and professional manner. Headquarters and District personnel take random thirty monthly surveys throughout the command. Results are analyzed and reported to make sure that our people recognize, understand and comply with the established customer service standards. Survey results indicate that we are meeting our goal over 98% of the time.

Ö Customer Liaisons

DCMC liaisons are stationed at 25 DoD and Civilian Agency buying commands, as well as DFAS, DSCA, DSMC and the Navy's Acquisition Center of Excellence. (These customer organizations account for 80% of the obligated dollars) Customer Liaison Representatives (CLRs) provide advice and assistance to acquisition officials, assess customer satisfaction with DCMC services provided, and identify areas of improvement. They also represent DCMC at customer meetings and conferences, advise the customer on DCMC initiatives and advise DCMC on customer priorities and acquisition reform trends. The Customer Liaisons have access to all of DCMC's corporate databases, and through the common metrics program, provide their customers specific data and performance trends that the customer has expressed an interest in receiving to better manage their internal operations.

Ö Lead District Concept

The DCMC Lead District Concept was established to structure a coordinated command-wide approach to strengthen relations with key customer buying activities who are not directly supported by a full time Customer Liaison. Under this concept Districts East, West and Headquarters Customer Support Team personnel visit a designated buying activity at least once each year to discuss workload priorities, concerns, customer expectations, and to exchange information to enhance Customer and DCMC partnering. The District and HQ Customer Support Teams manage this program and track all post-visit follow-up actions.

The combination of the 16 buying activities covered by Lead District and the activities with full time Customer Liaisons accounts for 92% of DCMC's business base.

DCMC Performance Plan

The preceding components build upon the Command's performance goal to "*Deliver Great Customer Service*". Each of these processes provides useful information and assists the command in enhancing the quality of day to day services provided to the customer. The Command's metrics are designed to motivate process improvement by measuring the results of activities, that when assessed together, define DCMC's services. Objective 1.2 in the DCMC Business Plan calls for us to team with our business partners to achieve customer satisfaction. Performance Goal 1.2.1 is to achieve and sustain a composite rating for customer satisfaction of 5 or greater out of a possible 6 point rating, for 90% of the customer base. Through structured tracking of our customer's satisfaction and concerns, DCMC focuses its resources on value-added tasks and provides our business partners with the services that they require to accomplish their mission.

Lead District Concept

The DCMC Lead District Concept was formed to structure a coordinated Command-wide approach to provide additional support to key customers. The Lead District Program assigns DCMC-PA and District Commanders responsibility for representing DCMC to specific buying activities and program offices to ensure customized customer service. The District process owners are Linda Maturo (DCMDE) and Dwight Hill (DCMDW). The Headquarters process owner is Armond Darrin (DCMC-PA).

This concept is not intended to be a "report card" to measure the performance of field offices or individuals. It is merely another means of obtaining customer feedback for decision making, as well as cementing close DCMC relations with key customers.

Lead District Customers are selected and assigned by evaluating data from MOCAS and the Shared Data Warehouse, such as the number of contracts administered by DCMC, the value of the obligated contract dollars, and unliquidated dollar obligations.

During annual visits, the Headquarters and District Teams provide the buying activity with an update on DCMC initiatives, and solicit customer feedback with respect to customer issues, concerns, and priorities. Following the visits, the Headquarters and District Teams pursue actions, as needed, to address instant problems, and advise the leadership of the Headquarters Customer Support Team of information that may indicate systemic issues requiring broad based Command action to better serve the customer in the future.

DCMC Lead District Assignments

DISTRICT EAST

Soldier Systems Command
Natick, MA

Chemical Biological Defense
Command
Aberdeen Proving Grounds, MD

Naval Regional Contracting
Center,
Philadelphia, PA

Naval Air Warfare Center
Lakehurst, NJ

Rome Laboratory
Rome, NY

Armament Research
Development and Engineering
Center,
Piccatiny, NJ

DISTRICT WEST

Fleet Industrial Supply Center
San Diego, CA

Phillips Laboratories
Albuquerque, NM

Port Hueneme
Oxnard, CA

HQ-DCMC-PA

Army Intelligence
Security Command
Fort Belvoir, VA

Intelligence, Electronic
Warfare Center
Fort Belvoir, VA

Washington Navy Yard
Washington, DC

Naval Surface Warfare
Center
Indian Head, MD

Naval Info Systems
Command, Washington
Navy Yard,
Washington, DC

Air Force Office of
Scientific Research
Bolling AFB,
Washington, DC

National Guard Bureau
Falls Church, VA

Customer Telephone Surveys

Customer Satisfaction Surveys Overview

Districts East and West each conduct 25 monthly Customer Satisfaction Telephone Surveys to ACAT/Commodity PMs and PCOs. Using a 1 - 6 Likert Scale, (1-Very Dissatisfied, 2- Dissatisfied, 3-Somewhat Dissatisfied, 4-Somewhat Satisfied, 5-Satisfied, 6-Very Satisfied) customers rate DCMC's support answering the following questions:
DCMC's role in getting the right item.
DCMC's role in getting it at the right time.
DCMC's role in getting it at the right price.
DCMC's effort in providing the right advice.
Overall support from DCMC.

While the questions are framed around “The Rights”, specific drill down questions enable the survey tool to be used for collecting specific in-depth information on a variety of topics. The statistical validity of this process is covered in detail later in this report.

CAOs are required to follow-up on all scores below 5 and on issues and concerns indicated by the customer. Results are briefed at the Mission Management Review. The District process owners are Linda Maturo (DCMDE), Dwight Hill (DCMDW), and Bill Erdbrink (DCMDI). The Headquarters process owner is LCDR Dennis Sacha (DCMC-PA).

The Mechanics

The Customer Survey Process Flow chart, at the end of this section, graphically depicts the process for performing Customer Phone Surveys and the process is detailed below.

List of Potential Customers

1. District Customer Support Outreach Team receives ACAT Program List from the District Program Integration Team. List includes Program Name, Program Level, Program Manager Name/Title – POC Name, Phone/Mailing Address, cognizant CAO, CAO Commander Name/Title, and Phone/Mailing Address. The Program Integration Team pulls this data from the Program Integration of the DCMC Information Repository, Automated Metrics System (DIRAMS) using the customer support catalog of Impromptu.
2. Telephone Survey Questions.
 - Designed around “Rights,” i.e., Right Item/Time/Price/Advice/OverallSupport
 - Questions: How would you rate DCMC’s performance in providing you the Right Item? How would you rate DCMC’s performance in providing it at the Right Time? How would you rate DCMC’s performance in Pricing Support? How would you rate DCMC’s performance in providing you with the Right Advice? How would you rate DCMC’s Overall Support
 - Rating Scale (1-6 Likert Scale)

Special Emphasis Questions.

DCMC may desire to evaluate or explore specific issues or services provided by DCMC. The special emphasis topics do not change the framework of the questions, but when the drill down questions are asked, the special topic is specifically addressed in order to elicit customer response on that topic and gauge DCMC's performance.

- The current Special Emphasis topic is Early CAS.
- The Special Emphasis questions are asked at the appropriate "right" in the drill down. The process owner, working with the survey team, will provide the appropriate wording and location for the drill down questions.
- The database is annotated to indicate that the survey question is a Special Emphasis topic.
- Some specific areas (Early CAS) must target PMOs which we know have recently had services in order to get meaningful data and limit "no comment" responses. In those cases, the Process leads will provide 4 specific customers, along with phone #s, to be surveyed.
- For some Special Emphasis topics, the "timeliness" is not as critical, since ACAT programs typically use those services continuously. (i.e. EVM, Software, etc.)
- To facilitate Special Emphasis surveys, information identifying a Program Office POC who is familiar with the service provided is "pushed" to the survey teams by the process owner of the Special Emphasis topic. This allows ready identification of a knowledgeable interview subject in cases when the PM or PCO is not familiar with support provided.

Identify Customer:

1. Categorize Program List by ACAT Level
2. Categorize Program List by Service (Army, Navy, Air Force, DLA)
3. Randomly select customer/program. The selection should include 7 surveys for each service and 4 surveys for DLA.

Conduct Telephone Survey:

(1) Telephone the Program Office. If the phone # is wrong or the name is invalid, annotate this and pass back to the Program Integration team for follow-up action by the Program Integrator.

(2) Identify yourself by name.

(3) Identify the purpose of the call. For example: "Good morning, my name is (identify yourself). I work for the Defense Contract Management Command. We are conducting an informal telephone survey to assess how well we are supporting our customer on various programs. As the (use his/her title and program name), and we are very interested in your assessment of the level of support we provide to your program. If a Special Emphasis survey, state that "DCMC recently provided you (Special Emphasis topic) and we are specifically interested in the value of that service. NOTE: If the customer is not able to participate in the telephone survey, ask if you may fax/email him/her a copy.

(4) Modify questions to fit specific customer needs.

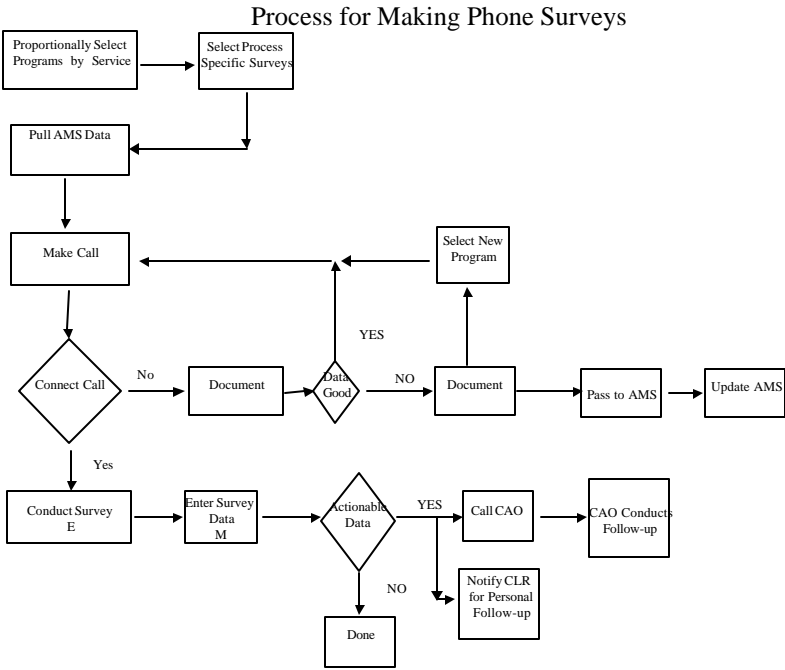
(5) Word questions in such a manner so as to encourage the customer to give as much feedback information as possible.

- (6) When a customer rates <5 or a “weak” 5, ask them to explain their rationale. Use the “Peel Back” questions. “Who, what, when, why, where?”
- (7) Record customer comments.
- (8) If the response is not clear, ask the customer to repeat or rephrase their comments.
- (9) At the end, read back to the customer their score/comments to ensure that what was recorded is what the customer intended to say.
- (10) Ask the customer if there are any other issues/concerns they would like to share. Ask the customer if there is anything we are not doing that we should be doing.
- (11) Thank the customer for participating in the survey process.

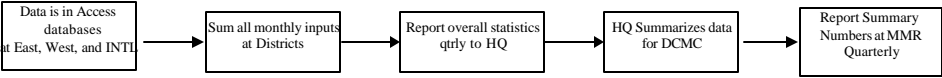
Data Input/Analysis/Feedback

- (1) Review survey data.
- (2) Analyze comments and ratings.
- (3) Input survey data into Access Survey Database.
- (4) If comments identify a specific CAO and requires action, immediately contact that CAO Commander and request appropriate action is taken. Also, request a summary of corrective action is provided back for closure.
- (5) If comments identify a specific product or process and require action, contact the cognizant Process Owner. Request a summary of corrective action be provided back for closure.
- (6) If comments are completely generic and do not identify a CAO or process, but require follow-up, contact the Customer Liaison at the buying command for follow up action. Request a summary of corrective action be provided back for closure.
- (7) Scores not meeting the Performance Goal, contact delegated CAO Commander or identified CAO Commander and request appropriate follow-up action be taken. Request a summary of corrective action with HQ DCMC or the District.
- (8) Coordinate corrective action with HQ DCMC or District.
- (9) Roll-up of information incorporated into the Monthly Management Review and provided to HQ DCMC.
- (10) HQ DCMC will conduct quarterly review of data to identify systemic issues.

Customer Survey Process Flow Charts



Analysis Process



Statistical Validity of Survey Results

DCMC has been collecting data for over 2 years. Through the use of the Cochran Formula¹, the statistical significance, confidence level of the data collected, and error can be pre-determined based on the sample size (number of surveys conducted).

Currently, DCMC database reflects 600 programs and commodities that we support across DCMC. The survey process can survey anyone of 5 different categories of customers (PM, PCO, Engineering, Cost Analyst, and Item Manager). This makes the total sample population of 3000 customers. DCMC currently conducts 50 surveys per month and 600 per year.

To obtain a confidence level of 95% and error of +/- 3%, the Cochran Formula requires a minimum sample size of 493 surveys. The range is determined by the amount of error. For example, if our sample mean is 5.10 and we have determined the number of samples we took by using a confidence level of 95% and a standard error of 3%, then we can say that we are 95% confident that the true population mean lies somewhere between 4.92 and 5.28 or 5.1 plus or minus 3%.

Statistical significance mathematically depends on a data collection of 493 surveys. To report with a 95% confidence with an error of plus or minus 3% requires the use of a 12-month moving average.

If a snapshot of monthly data were desired, then the sample size is only 50 surveys. This provides us with a confidence level of 70% with an error of plus or minus 5%. From the previous example then we can say that we are 70% confident that the true population mean lies somewhere between 4.80 and 5.4 or 5.1 plus or minus 5%.

With a quarterly snapshot, the sample size available is 150 data surveys. This provides us with a confidence level of 85% with an error of plus or minus 4%.

¹ William G. Cochran, Sampling Techniques, John Wiley and Sons, New York, 1977

Customer Survey Questions

Survey Questions will be rated on a 1 - 6 scale

(1-Very Dissatisfied, 2- Dissatisfied, 3-Somewhat Dissatisfied, 4-Somewhat Satisfied, 5-Satisfied, 6-Very Satisfied)

Question 1: RIGHT ITEM

How would you rate DCMC's performance in providing the right item and in ensuring that the contractor provides the right item?

(Our customers rely on DCMC services (e.g., Quality Assurance, Software, Production/Manufacturing etc) to ensure that the contractor delivers products that conform to contract requirements relative to quality and performance)

- A. Please indicate how strongly you agree or disagree with the following statement:
"DCMC's support provided information or insight that made a positive difference in (specific area if special emphasis survey) of services provided.
- B. Do you have any other comments you would like to make regarding the support you received?

Question 2: RIGHT TIME

How would you rate DCMC's role in assuring on-time delivery of products by contractors & providing DCMC services in a timely manner?

(Our customers rely on timely information and services from DCMC to conduct acquisitions. Our customers also specify delivery requirements in each contract. DCMC is responsible for monitoring contractor progress in meeting specific delivery dates. When it appears that a contractor will not meet a delivery date, DCMC advises the customer as much in advance of a prospective delinquency as possible).

- A. Can you be more specific about the Service expectations that were not met? On-Time/Schedule expectations & provide examples?
- B. Can you describe the difference between your expectation & the actual delivery of DCMC services?

Question 3: RIGHT PRICE

How would you rate DCMC's role in assisting you with establishment of reasonable prices, from IPT pricing efforts to the negotiation of forward pricing rate agreements & the settlement of final overhead rates.

- A. Can you be specific about DCMC's level of effort in obtaining or influencing these?
- B. Was there a specific Product/Service that did not meet your expectations? (FPRAs, FPRRs, and Final Overhead Rate Negotiations?)

Question 4: RIGHT ADVICE

How would you rate DCMC's role in providing you with the right advice and insight?

(DCMC provides PMs & PCOs with a variety of reports & analysis during both pre- & post-contract award phases. As the on-site eyes & ears of the buying activity, can you give us your opinion of how well DCMC performs this function?)

- A. Can you be more specific on services that may not have met your expectations, e.g., Pre-Award/Post Award?
- B. Can you give an example?
- C. How satisfied are you with, DCMC's responsiveness in providing this support?

Question 5: OVERALL SUPPORT

How would you rate the overall support from DCMC?

- A. Can you identify any other areas where DCMC has not performed to your overall satisfaction?
- B. Can you identify specific locations and products/services?
- C. Do you have any suggestions on how DCMC can improve the quality of products and services provided to you?

Question 6: DCMC Experiences

Have you had some particularly good experience with DCMC that you might wish to share, e.g., specific product or service, CAO, etc.?

Postcard Trailers

Postcard Trailers are feedback forms designed to measure customer satisfaction on the following products:

- Engineering Change Proposal (ECP) evaluation,
- Waiver/Deviation Request evaluation,
- Product Quality Deficiency Report (PQDR) evaluation,
- Price Negotiation Memorandum,
- Program Integrator Report,
- Technical Support to Negotiation
- Pre-Award Surveys.

For each of these products the CAO should attach two Postcard Trailers / per product / per customer (buying activity) on a monthly basis. Customers rate DCMC's products/service by answering the following question using a 1-6 Likert Scale:

1. Was the information provided in a timely fashion?
2. Was the information accurate and complete?
3. Was the information value-added?
4. Were you satisfied with the product/service?

The Districts then input customer feedback into the Automated Metrics System. CAOs are required to provide follow-up action on all scores below 5 and on issues and concerns indicated by the customer.

Description:

Postcard Trailers data are objective in nature, pertaining to key DCMC products and services, and are obtained from functional managers directly involved in contact administration processes.

Distribution / Attachment / Collection

Each CAO is responsible for attaching a Postcard Trailer to the following products delivered to a customer: Engineering Change Proposal, Waiver / Deviation Request Evaluation, Product Quality Deficiency Report Evaluation, Price Negotiation Memorandum, Program Integrator Report, Technical Support to Negotiations, Pre-Awarded Survey.

For each product the CAO should attach two Postcard Trailers / per product / per customer (buying activity) on a monthly basis.

The Automated Metric System (AMS) is the foundation for Postcard Trailers and all CAO's will utilize AMS for Postcard Trailers information input. Once trailer card information has been input in AMS, the Postcard Trailer form will be printed or electronically downloaded out of "Impromptu" and electronically or physically attached to the product and sent to the customer. (AMS information and directions obtained

through local database administrator). All Postcard Trailers will be returned to the District for input into AMS.
Follow-up action will be conducted by CAO and results entered into AMS to close out the action.

Service Standard Survey

Districts and HQ each conduct 10 monthly Service Standard surveys. The surveys are random phone calls to various CAOs which verify that customers receive a timely, courteous response. The following items are evaluated: number of rings before call is answered; voice mail or person; live option available; number of hand-off referrals, and timeliness/quality of response.

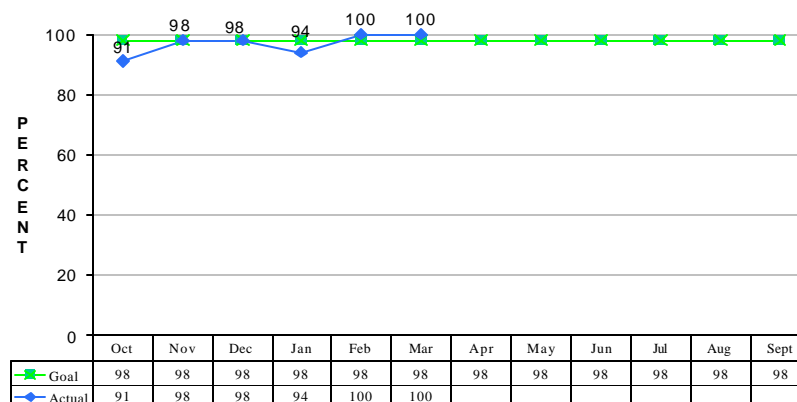
The surveys measure how effective DCMC provides service with the attributes of accessibility, interface quality, and delivery. The specific standards are:

- (1) Access - front office coverage during business hours; voice mail after hours with return calls to individuals within one business day; voice mail backup to include alternate phone numbers, e-mail address at all desks, and automatic referral when in-person assistance is needed.
- (2) Interface Quality - a courteous, professional, responsive attitude; accurate information provided; and a "one person referral limit" requirement for responses.
- (3) Delivery - measuring response time to requests for information by telephone or in writing. CAOs shall respond to customer requests for assistance and/or customer complaints.

The Automated Metrics System contains a Service Standard application that is used to collect the results. The results are entered into the Automated Metric System, and selectively briefed at the Mission Management Review (MMR). The District process owners are Linda Maturo (DCMDE), Dwight Hill (DCMDW), and Bill Erbrink (DCMDI). The Headquarters owner is Armond Darrin (DCMC-PA).

Performance Goal 1.2.1 Customer Satisfaction

Service Standard Surveys



PEO Visits and Questions

As part of the overall customer outreach, the Director, Program Integration regularly visits with Program Executive Officers throughout the Department of Defense. These visits can be for a variety of reasons on a variety of topics. In order to obtain a high-level view of the customers concerns, there is a set of standard questions that can be asked by the executives to provide a framework for collecting data.

PEO questions to be used during PEO visits

1. Are there other areas of support you see DCMC playing a more visible role in the future on your programs?
2. Do you have any specific concerns that you would like DCMC to place special emphasis on?
3. What are the most important contractor performance issues that have come up over, say, the last three years? Where could you have benefited from additional contractor oversight and insight?
4. Given the changes induced by acquisition reform (e.g. performance based contracting, the adoption of commercial practices etc.) what are your principle concerns for the next five years? How can DCMC better support you in the future as you manage these areas of concern?
5. What other insights regarding acquisition strategy, formulation and RFP preparation would you like from DCMC?
6. What services that DCMC provides do you consider essential to your organization?
7. In the future how likely would you be to recommend DCMC or its products and services to other PEOs?
 - a. Very likely
 - a. Somewhat likely
 - b. Not very likely
 - d. Not at all likely

Questions that target specific DCMC products and services:

EVMS

1. On a scale of 1-6, tell me how much added value the EVMS information is that the DCMC provides?
2. On a scale of 1-6, tell me how much confidence you have in the DCMCs independent Estimate at Completion?

3. On a scale of 1-6, tell me how insightful is the variance analysis provided by the DCMC?

Canceling Funds:

1. Have you noticed any positive or negative trends in the past year regarding Canceling Funds?
2. What are your overall impressions of the process?
3. Do you have any suggestions for improvement?

Delivery Surveillance:

Questions suitable for major programs only:

1. How beneficial has advice from DCMC, based on DCMC internal analysis, been in predicting potential delinquencies?
2. Do you have any suggestions for improvement?

Quality:

1. Are you experiencing quality problems with your product(s)?
2. Do you have any suggestions for improvement?

Engineering:

DCMC engineers support your program by performing surveillance concerning contractor's efforts in the areas of Systems Engineering and Design; Configuration Management (CM), Integrated Logistics Support (ILS), Reliability & Maintainability (R&M), and Test & Evaluation (T & E).

1. How valuable have the products (written monthly reports, e-mails, phone calls, etc) been to you and your PMO staff in terms of covering the technical areas or timeliness?
2. What improvements would you suggest be made by the DCMC engineers to be more responsive to your PMO needs?
3. Does DCMC communicate frequently and support their counterparts at the PMO?
4. Have expectations been met when specific MOA direction has been requested of DCMC offices?

DCMC Engineering performs evaluation of the contractor's systems.

1. Do the PEOs/PMs feel that they are provided detailed, timely, and accurate information on contractor systems when requested?

DCMC Engineers provide various types of support to the PMOs, such as technical support to the source selection process, technical support to negotiations, review of documentation, etc.

1. Has the PMO used DCMC engineering support during the previous year?
2. Does the PMO feel that the final products provided by DCMC are technically accurate, timely and add value?

Property Administration and Plant Clearance:

1. The Deputy Secretary of Defense issued Management Reform Memorandum (MRM) #5 that directed the Services and Defense Agencies to dispose of all excess property by January 1, 2000. The Services and DCMC set a goal to dispose of \$7B of excess property by this date. As of December 31, 1998, \$3.5B of Government property has been disposed of. Are you aware of this initiative, and have any problems been identified in coordinating this effort between your Procuring Contracting Officers and our Plant Clearance Officers (PLCOs)?
2. Are you satisfied with our property administration and plant clearance support in ensuring contractors are properly caring for, controlling, and disposing of Government property?
3. In our efforts to ensure contractors are properly caring for and controlling Government property, we have instituted Metrics to reduce the amount of Loss, Damage, and Destruction (LDD) of Government property at our contractors. Are you aware that each of our offices is involved in this effort? Our Command wide goal is to reduce the amount of LDD each fiscal year from the previous fiscal year.

Process for Reporting at the MMR

Headquarters Mission Management Reviews are held on a quarterly basis. DCMC-B provides the schedule for when the reviews will occur. At the review, DCMC-PA presents the scores for overall satisfaction, top 5 issues, and break out of the questions by Service and month. The District process owners are Linda Maturo (DCMDE), Dwight Hill (DCMDW), and Bill Erdbrink (DCMDI). The Headquarters process owner is LCDR Dennis Sacha (DCMC-PA).

In order to prepare this presentation the following actions must occur:

Three weeks prior:

1. District pulls data from the local Access database for the previous quarter. For example: in preparation for the second quarter MMR, the District will pull the data for Oct-Dec.
2. The District will calculate the overall average for each of the questions by month. The formula for calculating the average is:

$$\text{Average score} = \sum \text{scores of responses} / \sum \text{number of surveys.}$$

3. The District will calculate the 12-month moving average for overall scores. The formula for calculating the moving average is:

$$\text{Moving average} = \sum \text{scores from the previous 12 months} / \sum \text{number of surveys from the previous 12 months.}$$

For example, to calculate the moving average for January 99, you would sum all the scores from February 98 through January 99.

4. The District will calculate the overall average for each question by service. The formula for calculating the service average is:

$$\text{Service average} = \sum \text{scores service responses} / \sum \text{number service responses.}$$

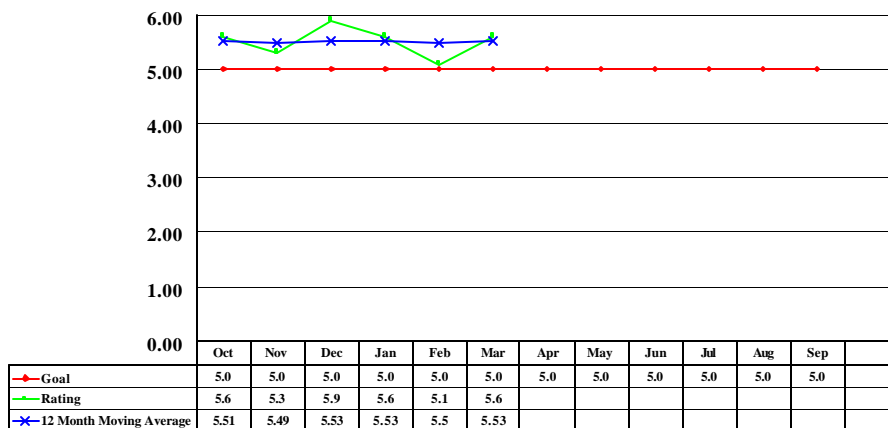
5. The District will calculate the percentage of responses to Postcard Trailers for the quarter. The District will also break this out by product. The data is pulled from the DIRAMS via Impromptu using the PCardAMS.cat catalog. The formula for calculating the Postcard return percentage is:

$$\begin{aligned} \text{Percentage returned} &= 100 \times (\# \text{ of Postcards returned} / \# \text{ of Postcards sent}) \\ \text{Percentage product} &= 100 \times (\# \text{ of Product returned} / \# \text{ of Product sent}) \end{aligned}$$

6. Each District POC will prepare the data into charts and present at the District level pre-brief. Sample charts are provided.

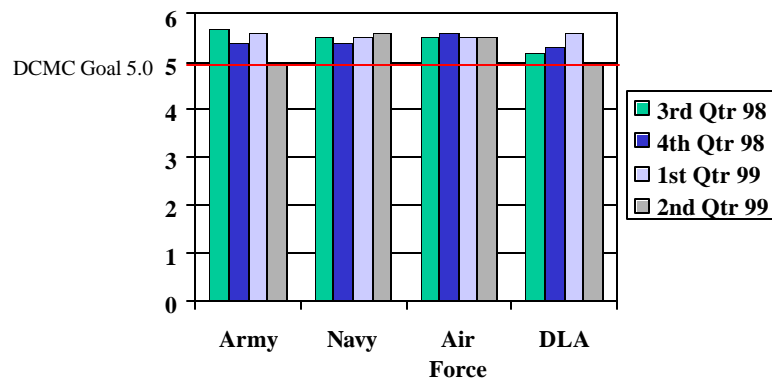
PERFORMANCE GOAL 1.2.1: Customer Satisfaction

Telephone Surveys



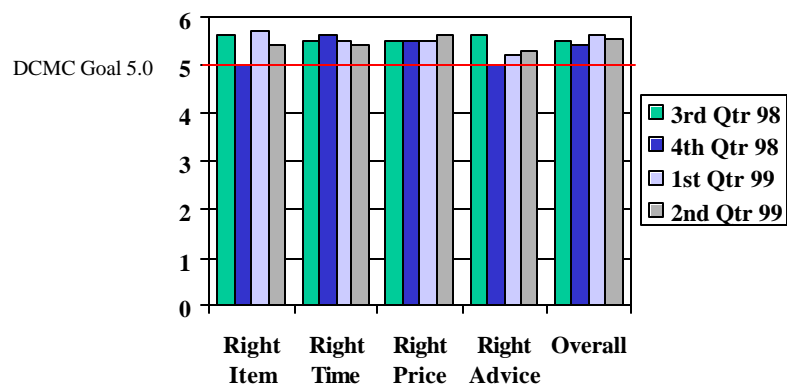
PERFORMANCE GOAL 1.2.1: Customer Satisfaction

Overall Ratings by Service



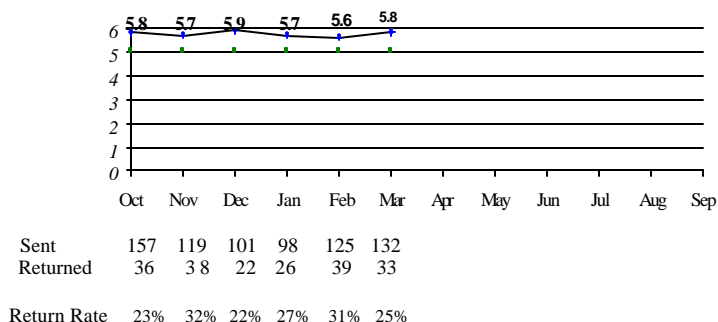
PERFORMANCE GOAL 1.2.1: Customer Satisfaction

Ratings by Question



PERFORMANCE GOAL 1.2.1 Customer Satisfaction

Postcard Trailers



| | |
|----------------------|-----|
| Timeliness | 5.7 |
| Accuracy | 5.8 |
| Value Added | 5.8 |
| Overall Satisfaction | 5.8 |

- Each District will review the comments received in the last quarter, and highlight the most repeated customer concerns. If a CAO is specifically mentioned, the CAO will not be reported. The reason for not reporting the CAO is that the immediate process for notifying the CAO has already taken place and highlighting customer concerns is for the purpose of process improvement and not performance measurement.

Two weeks prior:

- The District will transmit the District Charts, the raw numbers to DCMC-PA.
- DCMC-PA will combine the scores and update the Command Chart. Since the Districts perform the same # of surveys, the formula for combining scores becomes:

$$\text{DCMC Score} = \sum \text{Districts} / \# \text{ of Districts}$$

Since the # of Postcard Trailers sent and returned can vary greatly, the formula cannot just be a summation of the Districts responses. Instead DCMC-PA will need to pull the data also. The data is pulled from the DIRAMS via Impromptu using the PCardAMS.cat catalog. The formula for calculating the Postcard return percentage is:

$$\text{Percentage returned} = 100 \times (\# \text{ of Postcards returned} / \# \text{ of Postcards sent})$$

$$\text{Percentage product} = 100 \times (\# \text{ of Product returned} / \# \text{ of Product sent})$$

- DCMC-PA will calculate the performance goal, which is 90% of respondents rating us at 5 or higher. The formula for the performance goal is:

$$\text{Performance goal} = \sum \# \text{ of ratings of 5 or 6} / \sum \# \text{ of surveys}$$

- DCMC-PA will pass the charts to DCMC-B for inclusion in the MMR package.

Comments Analysis

Immediate Feedback Process

As specified in the detailed process for conducting phone surveys, in cases where the survey reveals actionable items, in either specific comments or in low scores, the Districts will immediately contact the CAO Commander, the Process Owner, or the Customer Liaison as appropriate. This process ensures that individual problems are promptly resolved.

Systemic Issues

In order to provide DCMC a more global view of the current acquisition environment and our performance, the District and Headquarters staff review, analyze and provide the overall customer satisfaction trends at the quarterly Mission Management Reviews. Additional insight into global issues can be achieved by doing further analysis of the free text comments that are captured in the surveys. The District process owners for analysis are Linda Maturo (DCMDE), Dwight Hill (DCMDW), and Bill Erdbrink (DCMDI). The Headquarters process owner is LCDR Dennis Sacha (DCMC-PA).

In order to perform this analysis a number of steps must be taken.

1. Use the “form” function in the Access database to review the comments and classify them as positive or negative. This tool is still under development and further instructions will be required.
2. Review current comments to achieve a feel of which key word searches would provide the most significant results. Also review to develop an understanding of key words to enter into the key-word field. It is essential to have a clear consolidated list of key words in order to enable the database to be searched for trends. Use this knowledge to create a common key-word list for each District.
3. Open each series of comments. Classify the comments as positive or negative and categorize the comments with appropriate key words into the key-word field. Potential dimensions of this table are date, customer, military service, customer position, good/bad, product, service, CAO, process, generic topic, and overall score.
4. Use the tools in the Access database to perform pareto analysis, trend analysis, and historical review. Which key items are the customers concerned about? Which items have the highest # of negative comments? Which items have the greatest number of positive comments?
5. Provide Process Owners, Liaisons, and CAO Commanders feedback of the issues. Work with the affected personnel to provide feedback as to what DCMC is doing to alleviate the concern.
6. Review analysis to see what we are learning. Review the analysis to see if we are looking in the right areas.

Sample: NAVAIR PM says that she appreciates the work done on obtaining an FPRA in time for a multi-year procurement. She does not feel that the EVMS analysis adds much value.

F-15 SPO says that we did not warn him of a late delivery and he is concerned with how the downsizing is affecting DCMCs performance.

| Date | Good/Bad | Topic | Product | Service | Customer |
|--------|----------|------------|---------|-------------|----------|
| 3/1/99 | B | | EVM | Program Int | Navy |
| 3/1/99 | G | | FPRA | | Navy |
| 3/2/99 | B | | Alerts | | AF |
| 3/1/99 | B | Downsizing | | | AF |

Sample Presentation Formats for Annual Results

Below are four presentation formats to be used in the Customer Profile Report. The first view is a trend chart that shows the monthly results for Customer Satisfaction throughout FY98. The second view is a trend chart that compares the overall customer satisfaction rating between FY97 and FY98, broken out by service. The third view is a Pareto Chart that compares the scores from each service for each of the 5 questions. The fourth view captures the Postcard Trailer information.

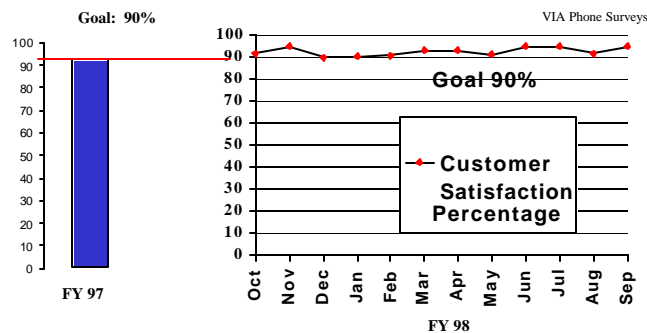
Customer Satisfaction Monthly Trend

The DCMC performance goal for FY98 was to achieve a 90 percent survey response rate of 5.0 or higher for Category No. 5. As shown on the below chart, 91 percent of all ratings exceeded 5.0, with slight fluctuations from month to month. This is up slightly from the 90 percent level that was reached in FY97. The average numerical rating during FY98 was 5.4.

Customer Satisfaction Trends

Goal

- Consistently provide responsive, best value supplies and services to our customers



Customer Satisfaction Highlights

- Oct - Sept 98 rating percentage averaged 91%
- Oct - Sept 98 averaged 5.4 on a Likert scale of 1 to 6

Chart 1

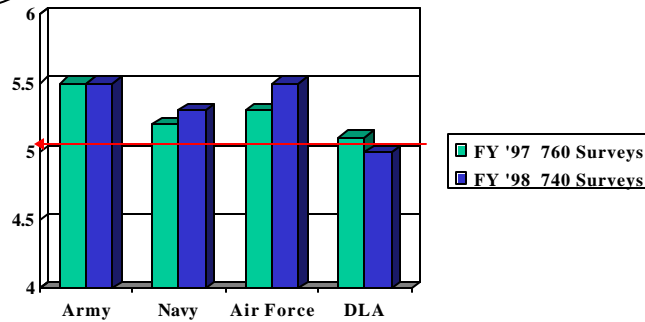
Customer Satisfaction Yearly Trend

This chart compares the overall rating from the Services and DLA Supply Centers for fiscal years 97 and 98. All deviations are within the +/- 3% error of the survey. It is noted, however, that the DLA Supply Center ratings dropped off slightly in FY98, and we will need to monitor this during FY99.

Customer Satisfaction Ratings by Service Overall Support FY '97-98

Ratings: 1 - 6 Likert Scale
1 = very dissatisfied
2 = very satisfied

DCMC
Goal 5.0

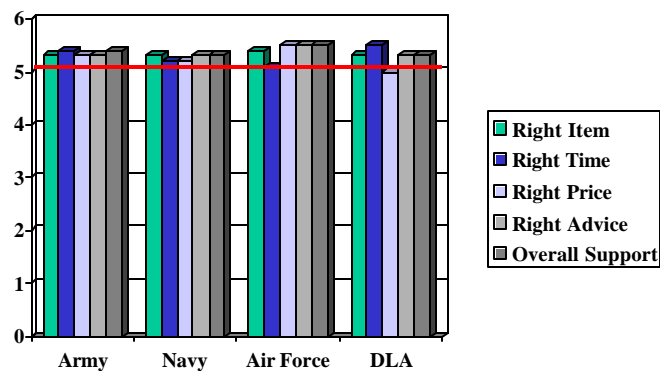


| | Army | Navy | Air Force | DLA |
|------|------|------|-----------|-----|
| 1997 | 5.5 | 5.2 | 5.3 | 5.1 |
| 1998 | 5.5 | 5.3 | 5.5 | 5 |

Customer Satisfaction Pareto

The chart below illustrates customer ratings for each of the five response categories. It is noteworthy, that while our overall performance goal is keyed to Category 5, “Overall Support from DCMC,” customer ratings for each of the other four categories are also very high.

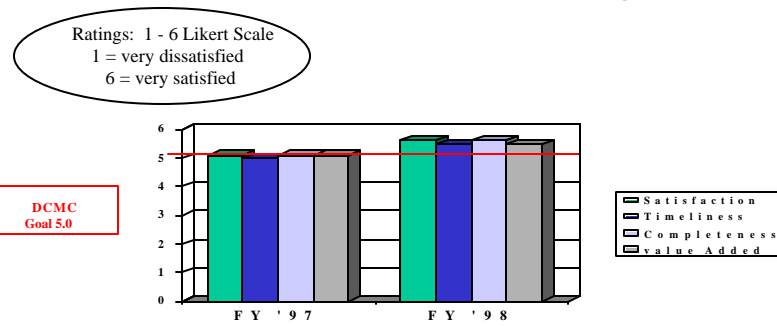
Customer Satisfaction Survey Ratings Service & DLA



POSTCARD TRAILER FEEDBACK

The chart below illustrates the average customer rating received on each of the four satisfaction questions for all products combined in FY 97 and FY 98. The ratings are high, and have improved in FY98. The number of responses for several products is quite low, but has improved significantly in the so far in FY 99.

Postcard Trailer Customer Satisfaction Rating



| <u>Products</u> | <u>FY '98 QTY RETURNED</u> | <u>FY 98 RATINGS</u> |
|-----------------------------------|----------------------------|----------------------|
| Product Quality Deficiency Report | 235 | 5.7 |
| Pre-Award Surveys | 279 | 5.7 |
| Price Negotiation Memorandum | 16 | 5.7 |
| Program Status Report | 93 | 5.8 |
| Waiver/Deviations | 9 | 5.7 |
| Engineering Change Proposal | 35 | 5.6 |
| Technical Support to Negotiation | 23 | 5.8 |